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A Comparison of Methods for Obtaining Information to Plan Advertising Campaigns

A Report of the
Agency Service Committee
of the
AMERICAN ASSOCIATION OF ADVERTISING AGENCIES
Metropolitan Tower, New York
MARCH, 1921



New York

Chas. W. Townsend & Co.

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Discussion

On Research and Research Departments

IN presenting this report at the third annual Convention of the Association held in Chicago, October 13 to 15, 1920, Chairman Martin said that in this investigation the Agency Service Committee has for the first time undertaken "a comparative study of practices and methods which make for good and which it may be in the interest of all to standardize."

The first step in agency service is naturally that of collecting information on

which to plan an advertising campaign. This simple operation has been dignified by the word "Research" and has been extended to cover many detailed and intricate activities. It is not the province of this committee to suggest methods of procedure. The committee has, however, studied the methods as well as the policies of many of the members and submits this only as a comparative study.

A part of the discussion at the Convention follows:

Thorough research establishes confidence.

A MEMBER: "I want to tell you a little bit of recent experience of ours to indicate the value of thorough research before advertising is done. First may I say that our agency has been in touch with our President, Mr. Smith, on a great many subjects but on none more helpfully than on this matter of research being thorough or not at all.

"We were recently awarded a piece of business that came through the most careful and thorough research that we knew how to make. The advertiser paid us not only for the investigation but a profit over and above our costs.

When the report was presented and the recommendations made, we did not know that another member—not a member of this Association—which had been handling the business for this advertiser for years, owned stock in the advertiser's company and was a director therein. Nevertheless, we were awarded the business and it was the thoroughness of our research which did it. I believe that agencies should have a constantly increasing knowledge of the field, competitively and every other way, before entering upon any advertising plans."

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There is danger in research for research sake

A MEMBER: "I want to sound a note of warning on the danger of research leading an agency into fields other than advertising. While we charge for all of the research work we do and have at the present time ten special contracts for research service, seven of them at \$100 a month and three at \$300 a month, I am willing to say right here that I do not want any more of it in my shop. After having carried research work to what I think is an extreme, I want to say that the

weakness of it is that it leads the agent into a lot of work and thought and relations with his customer that are far afield from advertising. Our Research Department has not been a loss financially but our business is that of an advertising agent and we find a danger in research getting us to thinking about things which do not lead to advertising. The only kind of research which an advertising agency should be interested in is that which secures the information on which to plan advertising campaigns."

A Research Department unnecessary

A MEMBER: "I think there are two pitfalls in relation to the subject of research that we all must be careful to avoid. The first is the name itself. If we are not very careful the word "Research" will take on a comic significance like 'Conference' and similar words.

"The second is that we must get away from the idea that a separate department is necessary in order to do research work. We all subscribe to the fact that any decent agency has always

done some research work. Research is nothing more than investigation no matter how much machinery it may be performed with. We will all grant that a department will help but it is not essential. The size of the agency will determine whether or not a separate Research Department is necessary. To think of research only as something highly departmentalized is not only untrue but works an unfair handicap on the smaller agent."

Spirit of research more important than method

THE CHAIRMAN: "You will find Mr. Martin's report says something about methods; but the Executive Board has construed that the most important thing at the present time is the spirit of research rather than the method of research. We have felt that the danger in talking method lies in the fact that some might start at the point

where they should finish. An advertising agency that undertakes research work should creep before it walks and walk before it runs.

"There are probably not more than two or three advertising agents in this Association that for more than ten years have never made a plan for any client without first making an investi-

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gation to determine what the plan should be. Those agencies that have had more than ten years' experience recognize very clearly that their first efforts, while ahead of what was being done by the majority of advertising agencies, were very insignificant in comparison to what they are doing to-day. And yet any advertising agency that should attempt to start a full fledged system and method comparable to these of years of experience would probably go bankrupt. The danger of

research work as a part of advertising agency service lies in the fact that it costs money perhaps beyond the ability of the advertising agency to get adequate returns from the client. I know what the member who spoke a moment ago has in mind when he says he doesn't want any more research contracts. He does not mean that he doesn't want to make research for advertising clients; he means that he does not want to make researches for research clients."

Advertising does not need research any more, if as much as other branches of business activity

"This matter of research is not only new in advertising agency work, it is also new in business. Business men have spent millions upon millions of dollars year after year on no better basis than a hunch or a guess.

"I do not mean simply in advertising, because that is the safest place to spend money on a hunch or a guess. I mean in the erection of a building, in the design or character of a product, in the establishing of sales organizations and goodness only knows what,—the business man of the present goes ahead and spends his money on nothing more to guide him than a hunch or a guess.

While the advertising agent has been the first of the business counsellors to refuse to make a plan until supported by facts, I honestly believe that the only place in the whole ramification of business in which the least money has been wasted by depending on hunches and guesses is in advertising. There is something about advertising, whether the plans be based on the most thorough research or on no research at all, that does a tremendous job beyond the expectations of those who made the plan and handled the execution. Even poor advertising properly placed does a good job."

The more we study, the more successful will our advertisements be

"Nevertheless, we cannot know too much about the industry or the client's business when we are preparing plans for his advertising. Efficiency in the expenditure of advertising money is frequently in direct proportion to the

knowledge which the advertising agent has about the business to be advertised.

"Research is new in business. It is new also in advertising and like everything else that is new, it becomes perfect through evolution. It was quite

proper that the first attempt at research by advertising agencies should have been comparatively limited in its

scope and method. It is logical that through years of experience there should be a gradual development."

Thorough research is expensive

"I am frank to confess that in our agency we have almost literally poured money into our research work. We have done this with the idea that anything or everything we could do in the development of this phase of our business was worth doing; worth doing not only for our own good but also for the good of the agency business as a whole. We realized that, as must be true in the propagation of any new thing, we would overdevelop. And we have. We are now in the process of eliminating and cutting down to the point where we have something which is eminently practical, stable and sufficient. Sufficient to what? To the entire needs of business? No. Sufficient to cover the relation of advertising to business. Like the member who has just spoken, no one can come along and hire us simply

to do a research job for him. He can hire us to act as his advertising agent and then as an essential part of our advertising service to him we first of all make a study of all departments of his business and all conditions surrounding the marketing of his product. Then we make our advertising plans or give our advertising advice on the basis of knowledge thus obtained.

"Research Departments are fine places to spend money without getting a proper return, either through income or increased service to advertising, and I, for one, do not wish to see this Association in any way responsible for persuading our membership to adopt methods of organization effort in service to clients that entail so much risk of financial waste."

All have given freely

All who have had any experience in establishing and using Research Departments have been ready and willing to give Mr. Martin every facility we have and every bit of knowledge we have regarding the part research plays in our organizations. He says he has talked with something like forty agencies on this subject and that nineteen of those agencies gave him forms, data, etc., that three years ago, before the formation of this Association would have been considered confiden-

tial information of such a character that none of us would have given it to anybody outside of our own organizations. Mr. Martin came to our organization and spent an entire day studying our methods. We gave him an outline which it has taken us ten years to develop. It is the one thing which we have always considered the most sacred piece of personal property which the agency possessed. It is the one thing which, when a man left our organization, we asked him to leave

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with us. We have gladly turned this over to this committee. We are still ready to show others what we are doing in our Research Department if we are satisfied their attitude toward the work is right. To men who have asked to study our research methods we have said, "If your spirit of research is right, you can come and spend as long a time as you wish." To one agency we said, "If you want to loan a man to us for a few months we will put him in our Research Department to learn what we are doing." But we will accord this privilege only to those whose spirit and attitude toward research work appears to us to be right; only to those whose common sense and judgment are such that they won't go crazy with the re-

search idea, or try to run before they have learned to creep.

Every agency should have the desire to formulate a system by which it will be in a position to obtain more and more information on which to plan advertising campaigns more and more intelligently. But methods should be developed slowly from small beginnings, deep rooted, however, in a real honest spirit and desire to know all there is to know about the business that is to be advertised.

You will get in Mr. Martin's report a sufficient sketch of what research is to catch this spirit if you haven't it already, and to enable you to use your own brains to work out a system and method to suit your own needs.

ATTEST

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Research

A Comparison of Methods for Obtaining Information to Plan Advertising Campaigns

DURING the past year the Committee on Agency Service has undertaken a comparative study of the practices and methods which some of our members employ in furnishing service to their clients. The Chairman has called personally on more than forty of the members and has had long conversations with them in relation to their policies and practices. Wherever he has gone he has been most cordially received. He has been given access to files, has talked personally with the heads of different departments, has seen work in process, has read reports of investigations and recommendations and has been afforded the most hearty cooperation.

No one can make such an investigation without being struck with the painstaking care and honest desire on the part of all members to render a resultful service. No one can find a better way to improve the service of his agency than through such cooperation with his competitors. Thru the leadership of the American Association of Advertising Agencies, we are entering a new era of cooperative study and helpfulness. While methods may differ, the spirit of agency service seems to permeate every organization we have visited.

In this Report we are pleased to present our findings in relation to the methods used in obtaining information on which to plan advertising campaigns. Of late this has been given the title, "Research" or "Investigation" and some members have established special departments known as Research Departments for the conduct

of this branch of their business. While, from the very beginning, agencies have made it a practice to obtain much information before planning advertisements, the establishment of a special department is a new feature and the work of these departments has not as yet been standardized except in a few instances. Very few of these departments are more than two years old. They are developing rapidly and have already accomplished very remarkable results. The research men we talked to were for the most part college graduates who had specialized in economics or experimental psychology and who took their work seriously as a service.

While the object in adding any new feature to agency service is to develop more business and to influence sales and while, in some cases the Research Department seems too closely associated with the Sales Department, most Research Departments are conscientiously trying to consider their work as separate and distinct a part of the service as that of the Copy or Art Departments.

There has always been a tendency in any research work to obtain information for the purpose of proving a point rather than for the purpose of weighing cold facts. In the main, however, we find the Research Departments of our members are given a great deal of latitude with the fundamental instruction to obtain the facts no matter what they may be.

It is with the hope that this comparison of methods may help our members to improve their service that this Report is presented.

I. SOURCE OF INFORMATION

The first question we asked each member was, "Where do you obtain your information?" In general there seemed to be three sources:

1. The library investigation.
2. Interviewing the clients.
3. The field investigation.

Some change the order by first calling on the client and gathering together all the information he is in a position to furnish and then conducting field investigations before attempting to supplement this information with the records on file in the agency.

A. Interviewing the Client.

While some agents are content with gathering together samples of the product, previous advertisements and follow-up literature, we find that most of our members have developed some well formulated plan of procedure in obtaining information from the client after the contract has been signed. This may be gathered by the service manager, the copy-writer or the Research Department. Most members are finding that all the information desired cannot be obtained from one man only. Each department of the business has its own story and its own attitude towards the problems involved. Some members make it a point to ask a different set of questions of each of the following:

1. President or key man.
2. Sales manager.
3. Advertising manager.
4. Superintendent of manufacture.
5. Treasurer or any other financial man having a voice in determining policies. In some cases this is found to be a banker or some one not actually connected with the organization.

6. The head of the purchasing department.
7. Branch managers.
8. The salesmen themselves.

Even if some of the same questions are asked of each of these groups, an agency is given an opportunity to discuss limitations and possibilities of the business better than it can hope to obtain from one source only. The report of such interviews is usually prepared in written form that it may be available for the different departments of the agency in planning a campaign.

B. Field Survey.

There are two general classes of field surveys,—those conducted by mail and those conducted thru field investigators. In general there are five sources of information for field surveys. The nature of the business under investigation will determine whether it is necessary to reach all classes. As a guide to memory and in an effort to avoid overlooking any sources for field investigation, one agency has divided these five as follows:

1. Producers.

Producers are divided into two classes:

- a. Those who furnish parts as in the case of an assembled product and those who furnish raw material.
- b. Competitors. Information is obtained from competitors in three ways. *First*, by gathering together all printed articles in relation to their business which competitors may have contributed to trade or other publications. *Second*, by representing to be a bonafide purchaser or prospective distributor, either in correspondence or in person. *Third*, by calling on the competitor, clearly stating the nature of the business and endeavoring to obtain information.

2. *Distributors.*

A separate set of questions is usually asked of each class of distributors such as:

- a. Importers and brokers.
- b. Jobbers.
- c. Dealers.

3. *Consumers.*

4. *Influencing Group.*

The groups which may influence purchases vary with different businesses. In the case of foods and drugs they are doctors and dentists. In the case of building materials they are architects and contractors. In other cases they are schools and colleges, bankers, lawyers and ministers.

5. *Authorities.*

These divide themselves into many classes such as:

- a. Government and State Departments.
- b. Trade publications and organizations.
- c. Private or cooperative enterprises. There are a large number of these. Among them are:
 - (1) Commercial agencies.
 - (2) Research bureaus.
 - (3) Chemists.
 - (4) Authors of books.

C. The Library Investigation.

Some members prefer to study all of their own records in relation to a proposition before talking to a client or making a field survey. They feel that in this way they are in a position to ask questions more intelligently, to verify the information which they already have and to save a great deal of time in gathering information which is already available. Others prefer to go to the client or to the field in an unbiased attitude

declaring that they know nothing about the business and are therefore not attempting to advance any preconceived notions. If the latter method is followed, the third step is to gather together all material obtained in the investigation of the client's business and in the field survey and to supplement it with the experience of the agency and its records of distribution, advertising media and advertising appeal.

We find members making many tests of the advantages or disadvantages of a product thru its use in their own organizations. If a food product is to be advertised, it is quite customary to distribute samples among members of the organization and to question them about it in an effort to obtain selling points. The general sources of information in the library of an agency are too well known to receive special attention here. Information on markets is, for the most part, found in the reports of the United States Census and other government and state departments. Information on media and the extent of competitors' advertising is obtained from the Audit Bureau of Circulations, Century Building, Chicago, Illinois, the standard rate cards, the Advertising Record Company (formerly the Washington Press), 176 West Washington Street, Chicago, and the Publishers' Information Bureau, St. Denis Bldg., cor. 11th St. and Broadway, New York City. These two last named organizations furnish a standard checking service showing the lineage used by advertisers in the leading publications. Both of these services can be obtained on a yearly basis or thru the purchase of individual reports, rates for which are quoted on application.

II. INFORMATION DESIRED

To ask an advertising agent, "What is the information you need in order to plan an advertising campaign intelligently?" is much like asking a doctor, "What should you know about me in order to diagnose my case?" The only safe answer is—"Everything." We make a client stick out his tongue, tell his age, record his temperature and do a hundred and one other things which may be necessary both for the effect on the client and for the sake of information desired. It doesn't make much difference whether we ask his age or start to feel his pulse first. The main thing is to get the information which is absolutely necessary before the patient is completely worn out. There are so many questions of vital importance that it is no wonder certain of us overlook one or two now and then, thus giving our competitors an opportunity to show our clients the woeful lack of efficiency we have displayed.

A. The Necessity for a Plan of Diagnosis.

To develop any one set of questions which is applicable to any kind of business is almost a superhuman task; yet to miss a vital question is the greatest danger which any professional service must constantly face. The country doctor of a few years ago felt that he had covered the field when he made a study of the condition of the alimentary canal, the lungs and the heart. Now the doctors are finding that for years many undiscoverable complaints have been attributable to the teeth and the tonsils.

So, as each service progresses, we find new things in the same old body which should have been investigated. There seems to be a crying need for some general form of diagnosis and while the study of production has

been well handled by such men as Frederick W. Taylor, Clarence Bertrand Thompson and H. L. Gantt, the study of distribution is being left to the advertising agencies.

We find that many of our members have already attempted some such general outlines for the study of the business of a new client in an endeavor to cover all points.

B. The Perfect Plan Never Obtainable.

In the beginning of one such outline we find the following:

"No attempt can be made to apply the form entire to every account but the general arrangement of material can be of the greatest assistance in guiding the necessary creative work along the main lines. And it is merely in the interest of clear thinking, not as an accessory and needless formality, that this outline has been prepared."

In explaining another outline, one of the members says:

"I must say, in turning this questionnaire over to you, that it is not intended to be a working tool so much as a reference list, including all the subjects that ought to be covered in studying any new business. The list is ideal, or tries to be ideal, in its completeness and cannot, of course, be used on every account because it will be much too clumsy and ponderous, but it can serve as a reservoir, so to say, from which subjects will be noted that ought to be taken up in discussions with an advertiser, and what I am hoping to get is a consideration of these subjects in their properly related order and importance by the use of such a list as this, as well as assurance that no important matter will be overlooked in the agency's procedure."

While many members say that businesses vary so greatly that any standard guide is useless, we find others who have used such plans for a number of years, constantly improving and changing their outlines as conditions vary, so that today while they still do not feel that their outline covers all points, they find thru having adopted something of this kind that they are in a position to give much more complete service than they would have been without it.

C. Eight Typical Plans of Analyses.

In our wanderings we have collected nine-

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teen such plans of analyses. Some are very long and with all of their subdivisions consume a hundred or more pages. For the purpose of comparison, it has been necessary for us to leave out all subdivisions beyond the fourth. While this may not show the completeness of any one, it gives the general framework and affords a better opportunity for comparison than so long an outline would present. Some of these outlines are accompanied by notations as to the probable sources for obtaining such information. Others are accompanied by suggestions for maps and graphs as well as comparisons of the different items. Some also contain reminders for enlargement which cannot strictly be called information. Such questions have been left in the outlines where they come within the fourth subdivision.

The head of one of the best equipped Research Departments we have ever visited, when asked the question, "What do you try to find out?" replied, "I have put it in one sentence which covers fifteen main questions. No matter how many other questions I may ask I try at least to cover these and despite the simplicity of the question, I find that if I do not constantly refer to them I am liable to forget one. I call them my five W's.

"The question is — '*How, why, when, where and by whom is this product or service produced, distributed and consumed?*' This member also has a long list of questions in addition to this one but says that whenever he makes up a questionnaire he finds his five W's of the most help.

The eight outlines chosen for further study are typical of all we have received. They are not chosen for their similarity or for their differences. All but one have been prepared by members of the Agents' Association and we understand that all are now being used by members to a greater or less degree, although constant changes are being made and

we have no assurance as this Report goes to press that this is the final development of any particular outline presented.

Adhering to the policy of this Committee in such comparisons, we have not given the names of the authors of any of these outlines, each author having consented to submit his work anonymously for the general good of the business. Four of these outlines were obtained from members with billings of the highest classification. The other three are used by agencies with an annual billing of less than one million dollars. The Committee does not attempt to present any one or any number of these outlines as models and we are sure that the authors themselves do not so regard them. They are presented purely for the purpose of comparison with the hope that each member will carry on the study, improving his own service in so far as these may suggest improvement or build up an outline, if he thinks necessary, from this study supplemented by his own experience.

We do not presume to state how this information will help the agency in forming judgments. That is outside of the question and is the real secret of the ability of the agent.

We feel confident in presenting these outlines that no member will so mistake our purpose as to show such an outline to a client and claim superiority for his service on the ground that he asks more questions and therefore is more thorough in the service rendered. We also have too much respect for the judgment of members to imagine anyone ridiculing such effort by claiming that many of these questions would in all cases be immaterial.

Such a study can never be considered as complete or final. The Committee will welcome suggestions as to the most practical method of extending this study as the advertising agency business progresses and methods become more standardized.

First Outline

FIRST OUTLINE

I. BUSINESS

- A. Personnel.
- B. When founded.
- C. By whom founded.
- D. Present capitalization.
- E. Volume of business each year for past five years.
- F. Articles produced.
- G. Location of plants.
- H. What type of labor is employed in manufacturing?

II. PRODUCT

- A. What raw materials are used?
- B. Where are the raw materials obtained?
- C. Is the supply of raw materials limited to such an extent as to seriously affect your production?
- D. Is the price of raw materials limited to such an extent as to seriously affect your production?
- E. Is the quality of the product constant or does it depend upon conditions sometimes beyond your control?
- F. What inspection and test methods are employed?
- G. Would the overhead cost be materially reduced if production were increased?
- H. What is the patent status of the product?
- I. What is the trade-mark and priority status?
- J. How long has the product been on the market?
- K. Weak points of product, if any.

III. MARKET

- A. Estimated per capita consumption of product based on 100,000,000 population.

- B. Estimated per capita consumption of all like products.
- C. Is market affected in any way by national or local laws?
- D. Is market limited in any way by distribution difficulties? If so, please outline in detail.
- E. Is sale seasonable? If so, what seasons are best?
- F. Is sale increasing or decreasing?
- G. Is any definite influence operating against sale? If so, what?

IV. DISTRIBUTION

- A. What are your present channels of distribution?
- B. Names and location of all brokers.
- C. Approximate number of jobbers.
- D. Complete list of branch offices.
- E. Complete list and location of warehouse stocks.
- F. Approximate number of retail dealers carrying your product in each state.

V. MERCHANDISING

- A. Brokers' profit.
- B. Jobbers' profit.
- C. Retailers' profit.
- D. How do these profits compare with other similar products?
- E. Range of jobbers' prices in different sections of the country.
- F. Range of retailers' prices in different sections.
- G. Range of consumer prices in different sections.
- H. How is product packed?
- I. Number of different size packages.

First Outline

- J. How do the profits compare with other similar products?
- K. Jobbers' attitude.
- L. Retailers' attitude.
- M. Rate of retail turnover.

VI. SALES

- A. Total number of salesmen.
- B. How many cover retail trade?
- C. How many cover wholesale trade?
- D. How many cover manufacturers?
- E. Do your retail salesmen work under instructions from brokers or directly under your supervision?
- F. How often do you give brokers retail help?
- G. What is your basis for arriving at the amount of work to be done in different territories?
- H. Who routes your salesmen?
- I. Have you definite standards of measuring the value of salesmen?
- J. Do you hold sales conventions?
- K. How often do salesmen cover the retail trade?
- L. Do you ever conduct contests among jobbers salesmen?
- M. Do you ever conduct retail contests?
- N. Have you any exclusive jobbers?
- O. Do you sell any retailers direct?
- P. Strongest sales arguments.
- Q. Salesmen's attitude towards advertising.
- R. Credit policy.
- S. Record of sales costs during each of past five years.

VII. COMPETITION

- A. Names and location of principal competitors.
- B. Approximate volume of business done by each one.
- C. Relative good-will standing of each.
- D. Strongest sales arguments of each.
- E. Weakest points of each.
- F. Methods of distribution (if different from yours).
- G. Do any of your competitors have natural advantages over you, such as central location, better shipping facilities, proximity to raw materials, etc.?

VIII. ADVERTISING

- A. What considerations led up to the selection of the name of the product?
- B. The trade-mark.
- C. The label design.
- D. What have you aimed to accomplish in the advertising?
- E. What has been the appropriation for advertising during each of the past five years?
- F. How is the appropriation determined?
- G. What advertising mediums have been used during each of the past five years? (Please give complete list of magazines, newspapers, trade papers, etc.).
- H. What direct advertising material has been employed regularly?
- I. What advertising material do you furnish to your dealers?
- J. How do you distribute advertising material to dealers?
- K. What advertising material have you on hand at present?

Second Outline

SECOND OUTLINE

I. PRODUCT

- A. What are the trade-names and trade-marks?
- B. What are the main divisions of products?
- C. What are their relative volumes of sales?
- D. Are products patented and how do they compare in value with other brands?
- E. What technical or other advantages have they?
- F. From a manufacturing standpoint, which would be the most profitable product to concentrate upon?

II. CONSUMPTION

- A. What is the total consumption of each division of product?
 - 1. In the United States.
 - 2. In each state.
 - 3. In cities and towns of 10,000 or over.
 - 4. In towns of 10,000 and under.
- B. What is the consumption per capita?
- C. What is the total possible consumption?
- D. What is the average purchase by an individual consumer?
- E. How many consumer purchases in a year?

III. COMPETITION

- A. How many competitors are there, and what percentage of the total business has each competitor?
- B. How many advertised brands are there?
 - 1. What are their comparative prices.
 - 2. The extent and type of their advertising.
 - 3. Have they tried localized advertising plans.
- C. What percentage of gross sales are competitors spending for their advertising?
- D. What do their sales organizations consist of?

- E. How many competitors have national and how many have restricted distribution?

IV. DISTRIBUTION

- A. What is your distribution?
 - 1. How many branches—where?
 - 2. What does sales organization consist of—salaried men—commission men.
- B. How many possible dealer-customers have you (classified)?
- C. To what extent do dealers influence consumer purchases?
- D. How many different brands do dealers carry?
- E. Do any jobbers handle the goods?
- F. Are wholesale and retail prices fluctuating or fixed?
- G. Are there any peaks and low spots in selling seasons? When?

V. CONSUMER

- A. Which division of product would be easiest to sell to consumer?
- B. Which division is purchased most by brand?
- C. What is consumer's present attitude toward product?
- D. Is it a necessity or luxury and how long will it last?
- E. Does its purchase involve a change in buying habit on the part of the consumer or the expenditure of money which would not otherwise be spent?
- F. Which is main appeal?
 - 1. Value.
 - 2. Utility.
 - 3. Pride.
 - 4. Appearance.

Third Outline

THIRD OUTLINE

I. INVESTIGATION OF MARKETING POSSIBILITIES OR DISTRIBUTION

II. INVESTIGATION OF TRADE ATTITUDE

III. LINING-UP OF OBSTACLES AND PLANS FOR THEIR ELIMINATION

IV. THE NAME

- A. Description of the article.
- B. Easily pronounced.
- C. Easily remembered.
- D. Capable of being protected.

V. THE PACKAGE

- A. Its design, shape and general appearance with due regard to its display effect in stores and its appeal to purchasers.
- B. Its practicability and cost.
- C. Its advertising value.

VI. THE ADVERTISING PLAN

- A. As it affects the traveling man.
- B. As it affects the jobber.
- C. As it affects the dealer.

- D. As it affects the store salesman.
- E. As it affects the consumer.
- F. As it affects competing goods.

VII. THE GENERAL SALES PLAN

- A. Fitting it to conditions.
- B. Tying it up with the advertising.

VIII. THE MEDIA

- A. Their selection.
- B. Their cost.
- C. The spaces to use.

IX. THE APPROPRIATION

- A. Its size.
- B. Its apportionment.

X. THE COPY

- A. The argument: The salesmanship in type.
- B. The illustrations, designs and typography: compelling attention.

XI. THE PROVING UP

- A. Seeing that the many parts dovetail and work together harmoniously and therefore effectively.

Fourth Outline

FOURTH OUTLINE

I. PRODUCT

- A. Demand.
 - 1. Developed or undeveloped.
 - 2. Forced or natural.
 - 3. Permanent or seasonable.
- B. Serviceability.
 - 1. Necessity, luxury or convenience.
 - 2. Durability or economy.
- C. Quality.
 - 1. Raw materials.
 - 2. Design.
 - 3. Workmanship.
 - 4. Appearance.
 - 5. Finish.
- D. Price.
 - 1. Jobber.
 - 2. Broker.
 - 3. Retailer.
 - 4. Consumer.
- E. Profit.
 - 1. Manufacturer.
 - 2. Jobber.
 - 3. Broker.
 - 4. Retailer.
- F. Competition.
 - 1. Old or young men.
 - 2. Aggressive.
 - 3. Long established.
 - 4. Newly established.
 - 5. Financial strength.
 - 6. Sales plan.
 - 7. Advertising campaign.
 - 8. Policy toward customers.
 - 9. Sales manager.
 - 10. Sales force.
 - 11. Credit department's attitude toward customers.

II. FIELD

- A. Location.
 - 1. City.
 - 2. Town.
 - 3. Country.
 - 4. Local.
 - 5. Territorial.
 - 6. National.

B. Consumers.

- 1. Male.
- 2. Female.

C. Climate.

- 1. Length of seasons.
- 2. Temperature.
- 3. Rainfall.
- 4. Vegetation.

D. Financial condition.

- 1. Crops.
- 2. Mining.
- 3. Manufacturing.
- 4. Transportation lines.
- 5. Speculation.
- 6. Professional services rendered.

E. Transportation.

- 1. Length of haul.
- 2. Rates.
- 3. Method of packing.

F. Competition.

- 1. Aggressiveness.
- 2. Long established.
- 3. Limited means.
- 4. Sales.
- 5. Policy toward customers.
- 6. Credit department's attitude toward customers.
- 7. Advertising campaign.

III. DISTRIBUTION

A. Direct to consumer by mail order.

- 1. National.
- 2. Local.
- 3. Territorial.

B. From factory to retailer to consumer.

- 1. National.
 - a. Branch offices.
 - b. National advertising.
- 2. Local.
- 3. Territorial.
 - a. Dealer.
 - b. Consumer.

C. Through regular channels jobber to retailer to consumer.

- 1. National.
- 2. Local.
- 3. Territorial.

Fifth Outline

FIFTH OUTLINE

I. PREPARATION

A. Investigation.

1. Product.
 - a. Merit.
 - b. Consumer acceptance.
 - c. Trade acceptance.
2. Manufacturing problem.
 - a. Manufacturing cost.
 - b. Material supply.
 - c. Labor supply.
 - d. Production possibilities.
3. Competition.
4. Selling problem.
 - a. Past sales record.
 - b. Past sales method.
 - c. Sales cost.
 - d. Sales management.
 - e. Sales territory.
 - f. Shipping problems.
5. Market.
 - a. Old fields.
 - b. New fields.

B. Analysis.

1. Significance of investigation disclosures.
 - a. Product.
 - b. Price.
 - c. Name.
 - d. Package.
 - e. Manufacturing methods.
 - f. Selling methods.
 - g. Market.
 - h. Appeal.

C. Purpose.

1. Building trade.
2. Building good-will.

D. Plan.

1. Complete.
2. Appropriate.
3. Timely.
4. Economical.

II. PRESENTATION

A. To consumer.

1. Direct advertising.
 - a. Catalogs.
 - b. Booklets.
 - c. Circulars.
 - d. Letters.

- e. Demonstrations.
 - f. House organs.
 - g. Samples.
 - h. Specialties.
2. Publication advertising.
 - a. Correct copy.
 - b. Correct media.
 - c. Correct size of copy.
 - d. Tests and records.
 - e. Correct number and frequency of insertions.
 3. Car advertising.
 4. Outdoor advertising.
 5. Motion pictures.

B. To trade.

1. Publication advertising.
 - a. Correct copy.
 - b. Correct media.
 - c. Correct size copy.
 - d. Tests and records.
 - e. Correct number and frequency of insertions.
2. Direct advertising.
 - a. Catalogs.
 - b. Booklets.
 - c. Circulars.
 - d. Letters.
 - e. Demonstrations.
 - f. House organs.
 - g. Samples.
 - h. Specialties.
3. Selling helps.
 - a. Catalogs.
 - b. Booklets.
 - c. Circulars.
 - d. Letters.
 - e. Specialties.
 - f. Display matter.
 - g. Local advertising.
 - h. Samples.
 - i. Store demonstrations.

C. To salesmen.

1. Advertiser's salesmen.
 - a. Portfolio of all consumer advertising efforts.
 - b. Portfolio of all trade helps.
 - c. Complete and frequent instructions.
2. Distributor's and jobber's salesmen.
 - a. Condensed portfolio of all consumer advertising efforts and all dealer helps.
 - b. Complete and frequent instructions.
3. Dealer's salesmen.
 - a. Product or package to carry selling points where possible.
 - b. Frequent sales instruction bulletins.

Sixth Outline

SIXTH OUTLINE

I. STUDY OF PRODUCT AND INDUSTRY

A. To analyze the given product and its competition.

1. Technical information.

- a. Design (price and uses).
- b. Material
- c. Construction—peculiar manufacturing methods.
- d. Style (uses).
- e. Record of use and tests.
- f. Comparison with ideal product.
- g. Contrast with competition.
- h. Analysis of unit cost.
- i. Technical history of development work.

2. Practical information.

- a. Study of uses—to be subdivided minutely in each specific case.
- b. Record of uses by public.
- c. Prices (geographical variations).
- d. Basis of individuality.

B. To analyze the consumer market of the given product and its competition.

1. Extent of market as a whole.

- a. Present.
- b. Possible market.

2. Extent of business of each competitor.

- a. Present condition.
- b. Possible condition.

3. Distribution of market.

- a. Of market as a whole.
- b. Of business of each competitor.

4. Study of customers.

- a. Prevailing conditions in public mind.
- b. Habit or custom of use.
- c. Buying habit.
- d. Intimate study of consumer.
- e. External resistance or assistance.

C. To analyze trade conditions as regards product and competition.

Selling agent.
Branches.
Brokers.
Distributors.
Jobbers.
Retailers.

1. Distribution.

- a. By class of trade.
- b. By states.
- c. By sizes of towns.
- d. By rating and strength.

2. Trade habits or customs.

- a. Discounts.
- b. Comparison of discounts with those of same and similar classes of products.
- c. Relations of class of product to business as a whole.
- d. Season for buying.
- e. Season for selling.
- f. Size of average order.
- g. Frequency of orders.
- h. Average stock—possible absorption.
- i. Use of catalog.
- j. Transportation.
- k. Unusual influence.
- l. Intimate knowledge of trade.

II. STUDY OF CLIENT'S ORGANIZATION AND POLICY

A. To review general management of client and firm policy.

1. Industrial classification.

2. Position in the industry.

3. Complete general history of the firm.

- a. List of and changes in products manufactured.
- b. Importance of each product.
- c. Changes in general management.
- d. Rate of growth.
- e. Economic soundness.
- f. Analysis of general organization, scientific, departmental or arbitrary management.
- g. Banking connections.
- h. Relations with and attitude toward competitors.
- i. Analysis of special conditions surrounding business.

B. To review production strength of client and competition.

1. Factory facilities.

- a. Plant.
- b. Equipment.

2. Organization.

- a. Executive.
- b. Labor.

3. Raw material market.

Sixth Outline

4. Output.
 - a. Present.
 - b. Possible.
 - c. Time required for expansion.
 5. History of production.
 6. Description of research department.
- C. To analyze the general sales plans of client and competition.
1. General policy, including:
 - a. Territory covered.
 - b. Trade covered.
 2. History of sales organization.
 3. Organization proper.
 - a. Executives.
 - b. Force of men.
 - c. Plan of action.
 - d. Method of instruction.
 4. Analysis of general sales budget—figured back from consumer price both on unit basis and in totals.
 - a. Dealer.
 - b. Jobber.
 - c. Other middlemen, if any.
 - d. Sales organization.
 - e. Advertising.
 - f. General sales expense.
 - g. Manufacturing expense.
 - h. Overhead.
 - i. Profits.

D. To analyze past advertising of client and competition.

The analysis of the past advertising and competition should cover the points listed in connection with the Preparation of Complete advertising Plan. The same points should be considered with reference to what has been done in the past as in regard to what will be done in the future.

III. TO PREPARE COMPLETE ADVERTISING PLAN

A. Determination of sales budget, direct selling appropriation and advertising appropriation.

B. Copy plan as a whole.

- (To consumer.
- (To trade.
- (To sales organization.

1. Determination of ultimate purpose of entire campaign—to cut into competition or make new uses or cut into new and rising market.
2. Principal appeal.
3. Size space.
4. Use of color. Analysis of peculiar conditions making color or absence of color desirable.
5. Means of identification.
6. Means of securing continuity.
7. Types of appeal or tone—independent of facts—to be used in the copy.

C. Determination of advertising media.

Distribution of appropriation among various types of advertising mediums selected for campaign.

Detailed schedule showing dates, space, special issues, position, color, etc., based on above distribution of appropriation.

1. To the consumer direct.
 - a. Periodicals.
 - b. Display.
 - c. Direct mail.
 - d. General publicity.
 - e. Personal work on consumer.
2. To the consumer through the dealer.
3. To the trade.
4. To sales organization.

D. Determination of specific copy.

1. Copy must be considered with reference to the space and medium in which it is presented.
 - a. To consumer direct.
 - b. To consumer through the dealer.
 - c. To trade.
 - d. To sales organization.
2. Factors in specific copy.
 - a. Purpose: check consistency of each piece of copy with balance of campaign in the respect.
 - b. Units.
 - c. Tone.

Seventh Outline

SEVENTH OUTLINE

I. DATA ESSENTIAL TO ESTABLISHING WORKING RELATIONS

- A. Name of the company and any associated interests.
- B. Address (include branch offices, stores, etc.).
- C. Names of officials of the company (Stating titles in full, noting especial interests in the company's activities such as "Vice-President in charge of Sales," etc.).
- D. Names of men having to do directly with the sales and advertising..
- E. Names of men whose O.K. is necessary on:
 - 1. Matters relating to sales.
 - 2. Matters relating to advertising.
 - 3. Matters of technical nature.
 - 4. Matters of financial nature.
- F. Conferences.
 - 1. Arranged for with whom.
 - 2. Best places for.
 - 3. Best times for.
- G. Instructions as to communication with the company.
- H. Instructions as to shipping to the company.
- I. Traveling.
- J. Especial rulings of the company to be observed by our men.
- K. Name of the former advertising agency, men in charge.
- L. Preference expressed for any of our men.
- M. Assignments in our organization.

II. DATA ON THE COMPANY ITSELF

- A. History of the company.
 - 1. History.

- B. Industry, the company's standing in the industry and its relation to important competitors.

- 1. History of the industry.
- 2. Rank of the industry as related to the country's leading industries.
- 3. Investments in the industry.
- 4. Yearly volume of product.
- 5. Manufacturers in the industry—here and abroad.
 - a. Number of manufacturers abroad.
 - b. Number of manufacturers in U. S.
- 6. Industrial centers in the United States.
 - a. Reasons for these cities becoming the centers of the industry.
- 7. Combinations of manufacturers in the industry.
- 8. Relative standing of manufacturers in the industry.
- 9. Leaders in the industry.
- 10. Past reputation.
- 11. Present reputation.
 - a. With the trade.
 - b. With the public.
- 12. Legal restrictions on the industry.
- 13. Economic tendencies at work in the industry.
- 14. Effects of the war upon the industry as to:
 - a. Increase in size.
 - b. In volume.
 - c. In profits.
 - d. In costs.
- 15. Governmental restrictions on the industry as to:
 - a. Materials.
 - b. Labor.
 - c. Fuel, power, etc.
 - d. Transportation.
 - e. Volume of manufacture.
 - f. Distribution.
- 16. Associations for the promotion of the industry.

- C. The company's scheme of organization.

- 1. Organization.
 - a. Departmental divisions, organization.
 - b. Personnel.
 - c. Scope of departmental responsibilities.
 - d. Supervision, systems, reports, etc.

Seventh Outline

2. Principles and policies in general.
 - a. The business as a whole.
 - b. Employees.
 - c. Products.
 - d. Consumers, markets, etc.
 3. Financial.
 - a. Departmental organization, personnel and responsibilities.
 - b. Records and statistics.
 - c. Credits and collections.
 - d. Distribution of overhead.
 - e. Securities.
 - f. Financial associations.
 4. Statistics on the company.
 - a. Production.
 - b. Financial.
 - c. Selling.
 5. Is the company in balance as to:
 - a. Production.
 - b. Selling.
 - c. Administration.
- D. The company's manufacturing facilities, etc.
1. Number of plants producing the product.
 - a. How many plants does the company operate?
 - b. If more than one plant, are any of them specialized?
 2. Location of plants.
 3. Restrictions, legal or other, on the location of the plants.
 4. Reasons influencing location of the plants.
 5. Type of plants common to the industry.
 6. Influence of the sequence of operations on the type of buildings.
 7. When were the company's plants erected?
 8. Size of plants.
 9. Capacity of plants.
 10. Cost of the plants.
 11. Is the company building or considering the erection of any new plants?
 12. Details of equipment of plants.
 - a. Policy as to maintenance of plants.
 13. Power used in the plant.
 14. Manufacturing policies as to:
 - a. Volume.
 - b. Quality of product.
 - c. Inspection and grading.
 - d. Finish of product.
 - e. New products.
 - f. New designs.
 - g. Utilization of by-products.
 15. Type of organization.
 - a. Divisional.
 - b. Functional.
 - c. Combination of the two forms.
 16. Scheme of organization for manufacturing.
 - a. Departmental organization, responsibilities, etc.
 - b. Personnel.
 - c. Details as to how plant executives are picked, developed and paid.
 17. Manufacturing records and statistics.
 18. Experience with Scientific Management.
 19. Organization for purchasing.
 - a. Departmental organization, personnel, responsibilities.
 - b. How are the purchasing records kept?
 - c. In what form are such records presented to manufacturing executives?
 20. Buying of materials.
 - a. By whom.
 - b. At what times, intervals, etc.
 - c. In what quantities.
 - d. How are material needs arrived at.
 21. Standards for raw materials.
 22. Testing of materials.
 23. Price of materials.
 24. Stocks carried.
 25. Inspection policies.
 26. Branding of product.
 27. Packing product for shipment.
 28. Shipping.
 - a. How are shipments made as a rule?
 - b. For the company's products.
 29. Classes of labor needed.
 30. Supply of labor that can be depended upon.
 31. Labor turnover.
 32. Management of labor in plants.
 - a. Organization.
 - b. Personnel, superintendent, etc.
 33. Standards and methods of hiring labor.
 - a. Organization, personnel, etc.
 - b. Standards.
 - c. Systems, records and statistics.
 34. Rates of pay.
 35. Instruction of labor.
 36. Welfare work.
 37. Systems of accident insurance in use.
 38. Social organizations among employees.
 39. Means of encouraging a spirit of interest and loyalty in the employees.
 40. Is labor in the industry unionized?
 41. Labor disturbances in the industry.
 42. Effects of the war upon labor in this industry.
 43. Manufacturing costs.
 - a. How do costs vary?
 - b. How do costs vary by season?

Seventh Outline

44. How are the company's costs kept?
45. How much and how soon do variation in manufacturing costs influence?
 - a. Consumer prices?
 - b. Prices to the trade?
 - c. Volume of sales?

III. DATA ON THE PRODUCT

A. The product's characteristics.

1. The company's product (what it is).
2. The economic reasons for the product's existence.
 - a. New product filling an unsatisfied want.
 - b. Worth-while improvement on a product already in use.
 - c. Shortage in supply of the product.
3. What service does the product render?
4. The general characteristics of the product.
5. The history of the product.
6. The standing of the product.
7. Uses of the product.
8. Is the product patented?
9. Are manufacturers licensed by the owners of the plants?
10. Dates the patents were issued.
11. In what other countries has the product been patented?
 - a. When?
 - b. Have the patents been worked?
12. Infringements on patents.
13. Type of product name usual in the industry.
14. Name of the company's product. (If a line of products, the Line name, if there is one).
15. The usual type of package.
16. Type of package used for the company's products.
17. Is the product trade-marked?
18. Significance of the trade-mark.
19. Is the product guaranteed?
20. How is the consumer made aware of the guarantee?
21. How is the guarantee made good?
22. How is the company protected, and how does the company protect the trade?
23. What faults have developed in the guarantee?

B. The company's product policies.

1. The usual range of line.
 - a. One product.
 - b. Series of products.
 - c. Series of unrelated products.
 - d. One product intended to open the way for a series.
2. How many classes of the product are made?
3. Variation in volume by classes.
4. How many styles in each of these classes
5. Variations in volume by styles.
6. How many grades of the product are produced?
7. Variations in volume by grades.
8. Effects of the grades upon:
 - a. The consumer.
 - b. The retailer.
 - c. The wholesaler.
9. Volume classified, showing percent by:
 - a. Classes.
 - b. Styles.
 - c. Grades.
10. Quality of product.
11. Improvements in the product.
12. Stocks of finished product carried.

C. Manufacturing processes, materials, etc.

1. Materials used in manufacturing the product.
2. Sources of materials.
3. Limitations on supply of materials.
4. Manufacturing processes.
5. Has the company any special processes?
6. List all important tests the finished product must undergo to be entirely satisfactory.
7. Inspection of the finished product.

D. Relation to competitive products.

1. Technical test and study of the product.
2. List important users of the products.

E. Adaptation to the user's wants, needs, etc.

1. Make a practice test on 100 to 1000 consumers.
2. List changes in product that might be desirable from the user's view.

IV. DATA ON THE MARKET

A. The territory and its characteristics.

1. Territorial limitations on the market.

Seventh Outline

2. The reason for such territorial or geographic limitations.
3. The market's limitations by size of communities.
4. Reason for such community limitations.
5. Area in square miles.
6. Topography.
7. Climatic features.
8. Soils, noting crops the soils are best fitted for.
9. Forests.
10. Arable lands.
11. Irrigation projects.
12. Number of people in the territory.
13. Density per square mile.
14. Distribution of people.
15. Racial distribution.
16. Wealth of the territory.
17. Income of the territory.
18. Occupations in the territory.
19. Literacy.
20. Health of the territory.
21. Political complexion of the territory.
22. The religions.
23. Agriculture.
24. Timber.
25. Mining.
26. Fisheries.
27. Important lines of manufacturing.
28. Important lines of commerce.
29. Commercial habits, practices, etc.
30. Numbers of retailers in important lines.
31. Numbers of wholesalers, jobbers, etc., in important lines.
32. Financial aspects of the market.
33. Banking facilities.
34. Significant figures as to:
 - a. Bank clearings.
 - b. Real estate operations.
 - c. Building operations.
 - d. Failures.
 - e. Fire losses.
35. Labor conditions in the territory.
36. Railroads.
37. Express.
38. Waterways.
39. Inter-urban electric railways.
40. Highways.
41. Newspapers.
42. Magazine circulation in the territory.
43. Mail.

44. Telephone.
45. Telegraph.

- B. The market's consumption of the product.
1. Yearly consumption.
 2. Per cent unbranded? In bulk, etc.
 3. Per cent branded.
 4. Increase or decrease in the consumption of the product.
 5. Reasons for such changes.
 6. Per capita (or per family) consumption.
 - a. Yearly.
 - b. Monthly.
 - c. Daily.
 7. Numbers of people or families now using the product.
 8. Numbers of people or families who can use the product.
 9. Reasons for the existing limitations on the company's market.
 10. By what classes of people is the product used?
 11. Any special classes of users.
 12. Consumption of such special classes (per capita and total).
 13. Other classes that are possible users.
 14. Increasing the individual's consumption.
 15. New uses to increase consumption.
 16. Extent to which normal consumption might be increased.
 17. Total volume that might thus be forced.
 18. To what extent is consumption based upon utility.
 19. On quality.
 20. On the product's service.
 21. Influence on consumption of the variety of uses.
 22. Influence on consumption of the ease of procuring the product.
 23. Of the product's appearance.
 24. Of the product's simplicity in use.
 25. Influence of seasons on the quantities consumed.
 26. Influence of style, etc., on the quantities consumed.
 27. Influence of weather, climate, etc., on the quantities consumed.
 28. Within what income ranges does consumption mostly lie?
 29. Influence of income on consumption.

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30. Average per cent of income spent on this product.
31. Influence on consumption of wealth.
32. When personal sacrifices must be made, is this one of the earlier products to go?
33. Influence on consumption of the consumer's personal knowledge of the product.
34. The consumer's attitude toward the product.
35. Racial influence on consumption.
36. Influence on consumption of the consumer's buying habits.
37. Influence on consumption of the product's relative cost.
38. Changes in use that have modified the rate of consumption.
39. Economic changes influencing consumption.
40. Influence on consumption of governmental rulings or restrictions.
41. Geographic distribution of consumption.
42. Geographic distribution of the potential consumption.
43. Consumption per square mile.
44. Influence on consumption of sizes of communities.
45. Relation of the potential consumption to size of communities.

C. Distribution of the product.

1. Distributed directly or indirectly to the user.
2. Extent and tendency of direct distribution.
3. Extent and tendency of indirect distribution.
4. To what classes of users, if distributed directly?
5. Thru what agencies of distribution?
6. Volume thru such direct agencies.
7. If the product is distributed indirectly, the important outlets for the product.
8. The logical retailers of the product.
9. The special retailers.
10. Other possible retailers of the product.
11. The larger consumers of the product.
12. The manufacturers who use the product.
13. The converters of the product.
14. Does sale to or by any of the outlets antagonize any of the others?

15. The usual routes to the outlets for the product.
16. If through branches.
17. If through manufacturers' agents.
18. If through commission men, brokers, etc.
19. If through jobbers.
20. If through retailers direct.
21. Is the distribution national?
22. Which closely adjacent regions are strongest in distribution?
23. Distribution of volume by states.
24. Influence on distribution of size of communities.

V. DATA ON THE COMPANY'S SELLING

A. The company's sales policies.

1. Responsibility for the sales policies.
2. Opinion as to permanency of sales policies.
3. Attitude toward new policies, or changes in established policies.
4. The company's expectations of its selling effort.
5. The company's sales policies as to the products.
6. The company's sales policies as to distribution.
7. The company's sales policies as to the consumer.
8. The company's sales policies as to the retailer.
9. The company's sales policies as to the jobber.
10. The company's policies as to competition.

B. The company's sales organization.

1. Scheme of organization for selling.
2. Sales records and statistics.
3. Extra-departmental relations.
4. Company's branches.
5. Use of and reasons for operating branches.
6. Organization of branches.
7. Branch sales.
8. Branch selling costs.
9. Branch stocks.
10. List of branch managers.
11. Responsibilities of branch managers.
12. Scheme of organization of company's sales force.

Seventh Outline

13. Management of sales.
 14. Territorial managers.
 15. Product managers.
 16. Outlet managers
 17. Company's salesmen.
 - a. Number of salesmen on the company's rolls.
 - b. Type of salesmen.
 - c. Hiring of salesmen.
 - d. Classes of salesmen.
 18. Training of the salesmen.
 19. Improvement of the salesmen.
 20. Stimulation of the company's salesmen.
 21. Correspondence with salesmen.
 22. Salesmen's territories.
 23. Salesmen's quotas.
 24. Salesmen's equipment.
 25. Salesmen's responsibilities.
 26. Special uses of salesmen.
 27. Salesmen's reports.
 28. Salesmen's compensation.
 29. Salesmen's expenses.
- C. The company's sales promotion.
1. Organization for sales promotion.
 2. Cooperation with the company's salesmen.
- D. In relation to the distributing factors.
1. Does the company use manufacturers' agents?
 2. Does the company use brokers?
 3. Details of the company's brokers organization.
 4. Does the company distribute through jobbers?
- E. The retailers.
1. Classes of retailers who sell the product.
 2. The retailers' attitude towards the company's products.
 3. General characteristics of the retailer.
 4. Personal characteristics of the retailer.
 5. Retailer's policies.
 6. Retailer's financial policies.
 7. The retailer's store.
 8. The retailer's buying.
 9. The retailer's employees.
 10. The retailer's advertising.
 12. The retailer's attitude on advertising.
 13. Sales helps the retailers like.
- F. Indirect sales factors.
1. What indirect sales forces may be utilized?

- G. The company's specific sales methods.
1. In extending the present market.
 2. In opening new markets.
 3. Use of contests.
 4. Demonstrations.
 5. Sampling.
 6. Special inducements.
- H. The company's sales figures.
1. Volume of sales.
 2. Sales costs.

VI. DATA ON COMPANY'S ADVERTISING

- A. The company's advertising policies.
1. Responsibility for advertising policies.
 2. Permanency of advertising policies.
 3. Attitude towards new policies or changes in established policies.
 4. The officials' attitude toward advertising.
 5. History of the company's advertising.
 6. Purposes of the company's advertising.
 7. Products to be featured in the advertising.
 8. Style of advertising used.
 9. Territorial scope of the past advertising.
 - a. National.
 - b. Localized.
 10. Advertising policies relating to the consumer.
 11. Advertising policies relating to the trade.
 12. Policies relating to competitive advertising.
- B. The company's advertising organization.
1. Details of the advertising organization.
 2. Extra departmental relations.
- C. The company's advertising methods.
1. The company's advertising methods relating to consumers.
 2. Direct advertising to the consumer.
 3. Advertising methods relating to the trade.
 4. Direct advertising to the trade.
 5. The company's house organs.
 6. Methods of advertising cooperation with the trade.
- D. The company's advertising expenditures.
1. Advertising expenditures.
 - a. Consumer.
 - b. Trade.
 2. Does the company make up a budget for advertising?

Eighth Outline

EIGHTH OUTLINE

I. PRODUCT

A. The industry

1. Production.
 - a. By years.
 - b. By states.
2. Producers.
 - a. Quantity.
 - b. Age.
 - c. Financial strength.
 - d. Volume of business.
3. Supply.
 - a. Raw material.
 - b. Labor.
4. Good will.
 - a. Legal restrictions.
 - b. Economic tendencies.
 - c. Cooperative associations.
 - d. Public attitude.

B. The client.

1. Organization.
 - a. Personnel.
 - b. Responsibilities.
 - c. Control.
2. Accomplishments (by years).
 - a. Volume of business.
 - b. Costs.
 - c. Profit or loss.
3. Policies.
 - a. Standardization.
 - b. Guarantees.
 - c. Price maintenance.
 - d. Credits.
 - e. Aims.
4. Good will.
 - a. Patents.
 - b. Trade-marks.
 - c. Copyrights.
 - d. Public attitude.
5. Capacity for growth.
 - a. Money.
 - b. Men.
 - c. Material.

C. The product or service.

1. Uses.
 - a. Reasons for purchase.
 - b. New uses.

2. Kinds and sizes.

- a. Proportion of volume.
- b. Proportion of profit.

3. Merit.

- a. Quality evidence.
- b. Quantity evidence.
- c. Prices and profits.
- d. Records of other advantages or disadvantages.

4. Identification.

- a. Name.
- b. Article and container.

II. MARKET

A. Consumption.

1. By years.
2. By states.
3. Per capita.
4. Of average consumer.
5. Repeat.

B. Consumers.

1. Quantity.
 - a. Total possible.
 - b. Present.
2. Location.
 - a. Size of community.
 - b. Climatic conditions.
 - c. Transportation.
3. Classes.
 - a. Social.
 - b. Industrial.
4. Characteristics.
 - a. Literacy.
 - b. Nativity and color.
 - c. Religion and politics.

C. Seasons.

1. By territories.

D. Economic conditions.

1. Wealth.
2. Income.
3. Business conditions.

E. Resistance.

1. Brand specification.
2. Nature and amount of competition.

Eighth Outline

III. DISTRIBUTION AND SALES

A. Methods.

1. Available.
2. How used.
3. Records of each.
 - a. Proportion of volume.
 - b. Time required.
 - c. Cost.

B. Distributors.

1. Quantity.
 - a. Total possible.
 - b. Present.
2. Location.
 - a. Size of community.
3. Classes.
 - a. Other merchandise carried.
 - b. Ratings.
 - c. Volume.
 - d. Equipment and ability.
4. Characteristics.
 - a. Profit demanded.
 - b. Size of order.
 - c. Stocks carried.
 - d. Price maintenance.
 - e. Credits asked and extended.
 - f. Advertising.
5. Seasons.
 - a. Frequency of order.

C. Salesmen.

1. Quantity.
2. Territory.
3. Quality.
 - a. Selection.
 - b. Training.
 - c. Experience.
 - d. Duties and quotas.
 - e. Supervision.
4. Seasons.
 - a. Frequency of calls.
5. Compensation and costs.

IV. MEDIA AND MEANS

A. Kinds used.

1. Consumer.

2. Dealers.
3. Wholesalers.
4. Influencing groups.
5. Salesmen.

B. Prestige.

1. Editorial policy.
2. Circulation policy.
3. Advertising policy.

C. Performance.

1. Use by competitors.
2. Record of sales.

D. Circulations.

1. Quantity.
2. Quality.
3. Location.

E. Cost.

V. ADVERTISEMENTS

A. Size.

B. Frequency.

C. Identification.

1. Number of features.
2. Relative strength.

D. Appeal (Psychological).

E. Claims.

F. Follow-up.

1. Home office literature.
 - a. Number.
 - b. Time.
 - c. Contents.
 - d. Quality.
2. Distributors' literature.
 - a. Number.
 - b. Time.
3. Salesmen.
 - a. Time.

D. Comparison of Methods.

In studying these eight outlines we are first struck by their remarkable similarity. While some of them asked the same question in a number of different ways, in general the same frame work runs through all.

We are next struck by the need for a standard terminology. For instance, one outline uses the word "Market" where another uses the word "Field" and still another has two divisions for the subject market—"Consumption" and "Consumers."

While outlines One, Two and Five present a separate subdivision for "Competition," the other five outlines seem to be built upon the principle of weighing the advantages and disadvantages of *all subjects in relation to competition*, thus considering competition as a constantly present force to be reckoned with from beginning to end. In other words, there are competing products, there are competitors in the market, there are competitive methods of distributing and selling and there is competitive advertising, so that "Competition" must either be a subdivision under each main head or the subdivision "Competition" must review each main head.

In most cases each question permits many other subdivisions and these could probably be carried out to infinity. The most important thing may be found as a subdivision of one of the very simplest questions. The most striking conclusion is the similarity which these outlines bear to the definition of Agency Service adopted by the Executive Committee of the American Association of Advertising Agencies in 1918.

"Agency Service consists of interpreting to the public, or to that part of it which it is desired to reach, the advantages of a product or service."

The work of the agent is then clearly divided into two parts, the "study, analysis and knowledge" on which the service is based and the "recommendations and procedure."

The study is divided into four main parts:

1. Product.

A study of the product or service in order to determine the advantages and disadvantages inherent in the product itself, and in its relation to competition.

2. Market.

An analysis of the present and potential market for which the product or service is adapted:

As to location.

As to the extent of possible sale.

As to season.

As to trade and economic conditions.

As to nature and amount of competition.

3. Distribution and Sales.

A knowledge of the factors of distribution and sales and their methods of operation.

4. Media and Means.

A knowledge of all the available media and means which can profitably be used to carry the interpretation of the product or service to consumer, wholesaler, dealer, contractor, or other factor.

While we understand that no one of these outlines, except the last, was written with this definition as a model, the general plan of each outline seems to follow the definition very closely.

III. HOW THE INFORMATION IS USED

We have not, in any way, attempted to investigate the methods of arriving at conclusions to be drawn from such information. This is the property of the individual agent and will depend entirely upon his skill, knowledge and ability. It is one thing to gather information and it is an entirely different thing to prepare a plan built on this information. The first step, however, is to obtain the information.

We wish particularly to caution members not to attempt to use such an outline as an outline of an advertising plan. The plan is a different thing. It must take into consideration the answers to questions on many unrelated subjects. Some members have standard outlines for plans, but the plan is another subject entirely.

The information is used, of course, for two different purposes:

1. To prepare an intelligent plan.
2. To determine the advisability of the agency handling the account.

A. Rejecting the Account.

While the information obtained is often of great value to the client and to the agency in the development of the advertising plan, it has another significance to the agency which should not be overlooked by executives and we find some of our members making it a point to review all of the material furnished by the Research Department with the one idea of deciding if, for any reason, it may be advisable not to handle the account. This matter of what accounts it is advisable to handle and what sacrifices may be made for the sake of permanency of agency connections, is one which we can only touch on here. For the most part it is easy to tell when it is inadvisable to handle an account.

The shortcomings are very apparent to the experienced advertising agent and the more experience he has had in the business the quicker will he be to refuse to solicit an account or to turn an account out even after work may have been started. Some of our members have some very definite rules to help their representatives in this respect. They furnish their representatives with lists of classes of accounts which they do not care to handle, together with some form of analysis as to what constitutes a profitable account.

When we asked members as to what seemed to be the three most vital factors in determining their acceptance of an account, the great majority said the credit, the character of the men and the quality of the product. The financial committee of this Association has published bulletins on the matter of credit. We would not attempt to say how our different members size up the character of the men they care to serve. When one member was asked this question he looked up in surprise and with a great deal of sincerity replied, "After each of the executives of this agency has talked with the men we are to deal with, we sit down and ask ourselves whether or not they seem to *talk our language*. If they do not, we know the time will come when we will not get along together and the sooner we recognize that condition the better it will be for all of us."

One agency has a rather unique way of determining the advisability of accepting an account after the report is received from the Research Department. This agency explains its method as follows:

"Three officers of the company, the President, the Sales Manager who is also the Vice-President and the Service Manager to whom

the account would be assigned if accepted, review the report of the Research Department and then each one makes an estimate of the chances for success as he sees it. We do not consider that any concern could make a 100% success but we have rather arbitrarily selected four elements which we find about equally balanced in making for success and we feel that if, in our judgment, any one of these is equal to zero, we should not take the account. We give each one of these elements 25% of the total. While we have many subdivisions to assist us in determining the weight of each of these four, the main divisions are *men, money, merchandise and market*. We have talked about these four elements so much that we now understand each other thoroughly as to our definitions and it is interesting to see how near our estimates tally. We then get the average of the totals of the three of us and just because we are trying to get better accounts all the time, we have made a rule that if the average of the three estimates does not equal our estimates of the ratings of the average of our present accounts, we will not take the account because we cannot put our hearts into the work. We have now used this plan for several months and while there are many cases in which it is not necessary to be so systematic, we find that it helps us to understand each other and to understand the nature of the accounts we are attempting to serve."

The above example is an extreme case but it shows that our members are giving a great deal of thought to the matter of accepting an account and there are some who say that their Research Departments have paid for themselves in the information they furnish on this one subject alone.

B. Presenting the Findings.

Some members present the findings of an investigation to the client before they proceed to recommend any merchandising or advertising plan. After the result of the investigation is reported one written report is delivered to the client, another remains in the files of the Research Department and the third is furnished to the account executive for the preparation of the plan.

Other agencies present the result of the investigation and the plan at the same time. The result of the investigation is usually tabulated and charted in so far as possible. The reports we have seen have either been in bound book form or prepared in loose leaf binders. The more thorough agencies usually accompany the report with all of the investigator's original report sheets that the client may make other tabulations and conclusions if he so desires. For easy presentation large maps and charts are usually made, these being about two by three feet in size. Some members reduce these large maps for the written report by simply having them photographed. Others have standard forms of smaller maps on the same kind of paper as the report itself. This makes the report much easier to read as the photographs are stiff and often detract from the appearance of the bound volume. Where a great many copies of the report are made, of course the maps are printed. It is very seldom, however, that the report is printed in regular type as there seems to be a preference for the appearance of typewriting so that when many copies are desired the body sheets of the report are usually multi-graphed.

Before the report is submitted it is usually reviewed in the agency by the men who are to present it. If the report and the plan are submitted at the same time there is usually too

much for one man to present. He becomes tired and the effect is lost in the presentation. In such a case the Research Department will present the report of the investigation perhaps calling on a field representative from time to time to submit his remarks. Then the account executive will discuss the report in relation to the plan and in turn call upon the art director and the director of copy to explain the details which come into their departments.

While there are still many advertising plans presented wherein nothing is put on paper but the schedule, layouts and the copy, there are so many people who must come in contact with the plan that most of our members prefer to have a written plan to go by even if it is not read at the time of the presentation.

We asked many members as to their practices in relation to this point and we found that the procedure varies in different agencies, with the clients and with the temperament of the men presenting the plan. One agent says:

"I find the best way to present an advertising plan is to dictate it word for word exactly the way I intend to present it, read it over, put it in my desk, go before the directors and talk it without any notes except the exhibits which I have to show."

Another agent says, "I make an outline of the subjects which I intend to talk about, make a speech to myself according to this outline to see that I do not miss anything and then at the conference with the client I have little trouble in following the outline. When the client objects to any point, offers suggestions or makes changes I note them in the outline as I proceed and then when I have returned to the office I dictate what we have agreed upon and send it to the client so that we have something on paper."

Another agent says, "I have tried again and again to present a plan without reading. I always write it first so that I will leave nothing out. Each time that I try to hurry, however, I find that I miss some of the most important features, so I have decided that the best way is to write the plan and to read it slowly word for word. I have often found that the presentation of the plan will take too long and therefore usually arrange to take an entire day with the client when the plan or the result of an investigation is presented. I do not believe that any group of men should be kept cooped up for more than three hours at a stretch and I prefer to have a morning session commencing at ten o'clock at which we present the results of the investigation. This we try to get into two to three hours. Then we have luncheon and present the plan built on the investigation in the afternoon. I have tried breaking it into two parts commencing one afternoon and finishing the next morning but I usually find that it is hard to get the group together again."

Another member says, "We have given a great deal of study to the matter of group selling. There are many advantages in it and at the same time it offers many dangers. Unless one man leads the presentation all the way the thought is in danger of becoming side-tracked in interminable conversation. There is something about reading a plan which commands attention. We find it advisable to assign different parts of the work to the different men in the conference. One man is given the post of reading the report; another is assigned to presenting the exhibits, still another is to watch the individuals in the conference and if anyone is not giving attention or seems not to understand what is being read, he is expected to break in on

Research

the reading and explain the matter more in detail. It is hard for the one reading to watch each one of the men he is selling. Another one, usually the President or the Sales Manager, is assigned the task of closing, either driving home the conclusions when that point is reached or discussing the matter of expense and getting the client on the dotted line. We do everything we can to avoid any seeming "dramatization" and we certainly abhor claptrap, nevertheless we feel that when we call a group of men in to consider a report on the fundamentals of their business, a matter involving several hundreds of thousands of dollars and the policy on which

the success or failure of their business may depend, we are justified in spending a great deal of time and attention to seeing that what has taken us months of study and research to prepare is presented in a way which everyone will understand and appreciate."

We find that most agencies prefer to hold these conferences with the clients in the offices of the agency and that they are doing everything within their power to get the clients in the habit of coming to the agency at least once each year when the results of investigations are presented or plans are outlined.

IV. METHODS OF CHARGING FOR RESEARCH WORK

One of the greatest problems is how to charge for research work. Most agencies do not charge an additional fee for such work on the ground that the research is for the purpose of obtaining information on which the agency plans the advertising and that the investigation is simply an additional insurance as to the profitableness of the campaign. Some agencies charge a set fee for the plan, this fee including the cost of the research work. One agency charges the prospective client with the actual cost of the investigation provided the result of the investigation shows that an advertising campaign would not be advisable, but makes no charge if the advertiser proceeds with a campaign, the only charge then being the customary card rates on the space and 15% on the material used.

Another agency has four methods of charging. This agency makes all agreements with clients on the basis of a guarantee of income. With this guaranteed income as a part of all agreements with new and old advertisers, it finds it is in a position to carry on investigations on the following basis for charges:

1. *Initial Surveys (New clients).*

The client is charged with all traveling expense and cash outlays for material and postage on mail investigations and all special printing, material, binders and all other incidental costs but is not charged for the time of the investigator's, the executive's or the clerical work or any other overhead, the agency holding that this information is as valuable to the agency as to the advertiser.

2. *Where the investigation is made primarily*

to obtain information for the use of the agency (Old Clients).

In this case the charges are the same as for new clients.

3. *Where the agency is equally interested with the client in the result (Old Clients).*

In such cases the client is charged for the investigator's time as well as all traveling expense, together with clerical and stenographic work. Such expenses are figured at cost and there is no charge for the time of executives or overhead. The client is charged at cost for all cash outlays for material and postage on all mail surveys and all special printing, material, binders and other incidental costs.

4. *Where the investigation is made primarily for the clients' interests (Old Clients).*

In such a case the agency quotes in advance a price for the complete survey and report. It figures all reporters' time on a per diem basis, all traveling expense at cost, all clerical and stenographic expense, material and postage and all executive's expense at cost and adds thereto a fee of 15%.

In commenting upon this, the member says, "For surveys of this last class, it is our expectation that the price mentioned will fully cover our entire cost of handling—provided we are good estimators. We are not particularly interested in obtaining a profit. However, in order to play safe in naming a price, it is quite probable that in a majority of cases this class of work does return us a nominal profit."

Research

As an agency obtains a reputation for thorough, constructive research work, it finds its clients more anxious to have this service and more willing to pay for it. Some agencies refuse to take an account until a certain amount of research work is undertaken. Most of our members at the present time, however, find the research which they

have undertaken varying to a great extent with their different accounts. Some require very little and others require a great deal. We have found no member who has established a Research Department with the theory that it would pay for itself on the fees added for research.

V. BOOKS AND ARTICLES IN RELATION TO RESEARCH

We found very little in common in the equipment of the different Research Departments. Some have their Research Departments very well organized with a man in charge of the field investigators, another in charge of tabulating and still another in charge of preparing reports. Some agencies have worked out standard practices for their investigators, obtaining these men for the most part from colleges and finding that a man can be confined to field work for not more than two years, if as long as that, before he will wish advancement to other parts of the Research Department or of the agency.

It is probably needless to say that the investigator must be absolutely colorless in opinions but must be a good salesman in his ability to obtain accurate and reliable information. Business men are beginning to distinguish between questions of opinion and questions of fact. The typical questionnaire of a few years ago was full of conversation and unrelated subjects. The improved questionnaire of today is very carefully planned and it is usually found advisable to correct the questionnaire after making a few test calls. It contains a very few questions nearly all of which can be answered by "yes" or "no," or figures.

Some agencies are beginning to gather together skeletons of standard questionnaires in different lines of industry and one agency has obtained some very valuable merchandising records through recounts on the same questions over the same territory a year or two later.

While very few Research Departments have built up extensive libraries, their beginning is in evidence everywhere. There are certain books which every Research Depart-

ment should possess. Aside from the library itself, dealing with the information which the Research Department uses, the following books relating to research and statistical methods should be read by everyone considering this branch of agency service seriously. In addition, our members will be interested in the publications of the American Statistical Association of New York City. This Association publishes *Quarterlies* containing some very interesting reviews. An example is the *Quarterly* for March, 1920, containing an article by Horace Secrist entitled, "Statistical Standards in Business Research."

A. Books In Relation to Research and Compiling of Statistics.

COMMERCIAL RESEARCH, by C. S. Duncan.

THE ELEMENTS OF STATISTICAL METHOD, by Willford I. King.

BUSINESS STATISTICS, by Melvin T. Copeland.

GRAPHIC CHARTS FOR THE BUSINESS MAN, by Stephen Gilman (64 page pamphlet, La Salle Extension University).

GRAPHIC METHODS FOR PRESENTING FACTS, by Willard C. Brinton.

STATISTICAL METHODS, by C. B. Davenport.

AN INTRODUCTION TO STATISTICAL METHODS, by Horace Secrist.

STATISTICAL AVERAGES, by Dr. Franz Zizek.

B. Articles in Printers' Ink in Relation to Research Work.

Other references may be found in the trade publications. The library of the Printers'

Research

Ink Publishing Company has furnished us the following list of articles which have appeared from time to time in relation to research work and statistical bureaus:

- National Advertising to Find Unknown Users p. 138 Dec. 9, 1920
- Franklin Auto Co. organizes Research Dept. p. 110 Dec. 2, 1920
- Research the Guiding Force of Business p. 90 Nov. 25, 1920
- Opportunities in Fields Hitherto Unadvertised p. 134 Oct. 21, 1920
- Fish Firm Finds Big New Seller in Housewives' Old Dish p. 17 Sept. 9, 1920
- Unplumbed Markets Await Development p. 186 June 17, 1920
- Better Market Study the Way to Better Advtg. p. 3 June 10, 1920
- The Advertising Agency's Part in Developing Foreign Trade p. 97 May 13, 1920
- Squeezing Advertising Opportunities Dry p. 194 April 8, 1920
- Should the Agency Take Over All the Details of the Advertising Campaign? p. 55 Mar. 14, 1918
- What Happens when the Agency Cares for All the Advertising? A Vivid Description of the "Before and After" Conditions that Prevailed with one Large Advertiser p. 45 Sept. 14, 1916
- How One Advertiser Used His Agency as "Teacher" and thereby Increased his Year's Sales in Unexpected Fashion p. 93 July 27, 1916
- "Investigating in the Advertising Agency" (Agent not expected to "run the

business right off the reel"—service and merchandizing assistance chief asset) p. 107 July 20, 1916

What Data do Advertising Agents Require? Outline of the Procedure of Some Companies in Advance of Accepting an Account p. 26 July 13, 1916

Team-work between Agency and Advertiser. G. W. Hopkins of the American Chicle Co. speaks frankly to the New York Advertising Agents on Subjects of Mutual Interest. Suggestions on Soliciting Accounts p. 103 May 4, 1916

Educating an Advertising Agency in the Peculiar "Twists" of an Account p. 37 Feb. 17, 1916

Information Advertisers Want p. 80 Aug. 5, 1915

Short Cuts in Getting Information p. 96 April 4, 1915

How the Advertiser Should Deal with the Advertising Agent p. 18 Mar. 4, 1915

How to Deal with the Agent p. 86 Mar. 4, 1915

Dealing with the Successful Manufacturer New to Advertising p. 40 Feb. 18, 1915

What are Right and Wrong Ways of Agency Solicitation? p. 105 July 23, 1914

C. Articles in Printers' Ink in Relation to Research and Statistical Bureaus.

Advertising in New Fields when the Initial Market Grows Smaller p. 3 April 22, 1920

What the Sales Promotion Manager Has to Do p. 41 Mar. 25, 1920

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Technical Investigations as
Copy Material p. 105 Oct. 23, 1919

The Operation of the Suc-
cessful Sales Promotion
Department p. 159 Sept. 4, 1919

How Great Industries Plan
for the next Generation p. 45 July 3, 1919

Broadening Market for Ba-
sic Material by Suggestion p. 37 Mar. 20, 1919

War Inventions for Peace
Use p. 129 Mar. 20, 1919

Laboratory Produces an
Advertisable Commodity p. 6 Mar. 20, 1919

A Strong Foundation for
Your Market p. 3 Jan. 9, 1919

Investigating the Market
Factors to be Considered p. 10 Dec. 12, 1918

Government Comparative
Tests Help Advertising p. 87 Dec. 21, 1916

When a Consumer Contest
is Profitable and when it
isn't p. 3 Aug. 10, 1916

Getting Responses from
the Dealer Questionnaire p. 75 Aug. 3, 1916

Advertisers Tell how they
Would Use Field Investi-
gators p. 49 April 27, 1916

Behind the Scenes with the
Trade-mark Examiner p. 75 Mar. 23, 1916

Organization of an Adver-
tising Department No.IV p. 72 Mar. 8, 1916

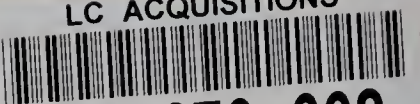
Advertising a Raw Mate-
rial without the Mention
of Brand Names p. 97 Nov. 18, 1915

The Data File Helps Sell
Goods p. 14 Dec. 17, 1914

Vital Information Adver-
tisers May Get from the
Government by Asking for
it p. 55 Nov. 19, 1914

Why and how a Manufac-
turer Should Make Trade
Investigation p. 3 Oct. 22, 1914

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